

WORKPLACE VIOLENCE

...a personal look

<https://www.youtube.com/watch?v=MHL6AfTTHSw>

OUTLINE

- Introduction
- News Conference (Video)
- April 20, 2007: New Beginnings (Linda & Pat)
 - 5:30AM – 12:35PM (Linda)
 - 1:00PM (EA All-Hands) - 6:30PM (Pat)
- Workplace Violence Statistics (Linda)
- Healing Process: Moving Forward (Linda & Pat)
 - Work Environment
 - Personal Healing and Recovery
- Q&A

HOUSTON CHRONICLE

WWW.CHRON.COM

SATURDAY, APRIL 21, 2007

VOL. 104 • NO. 160 • 50 CENTS

INSIDE TODAY

Bring on all that Jazz



Utah is up first as the Rockets return to the NBA playoffs for the first time in two years.

8-PAGE PREVIEW
SECTION Q

U.S. issues Mexico travel alert

■ Texas border among the areas of mounting violence

By PATTY REINERT
and DOUGLEY ALTHAUS
HOUSTON CHRONICLE

WASHINGTON — The State Department warned Americans on Friday to be careful while

traveling in Mexico — including the Texas-Mexico borderlands, Monterrey and Acapulco — because of recent drug-related violence and kidnappings.

"U.S. citizens residing and traveling in Mexico should exercise caution when in unfamiliar areas and be aware of their surroundings at all times," the department said in a statement that fell short of an official warning against traveling to the

country. "Though there is no evidence that U.S. citizens are specifically targeted, (but) Mexican and foreign bystanders have been injured or killed in some violent attacks, demonstrating the heightened risk in public places."

The advisory said drug violence was present in many parts of the country, urban and rural, in recent months, including the execution-style murders of

Mexican officials in Nuevo Laredo.

In recent years, dozens of U.S. citizens have been kidnapped in that border city, across from Laredo, Texas, and more than two dozen cases remain unresolved. New cases of kidnappings continue to be reported, the department said.

"Drug cartel members have been known to follow and harass

Please see TRAVEL, Page A20

Big deal saves the center of their lives

■ Retardation agency will pay the city less than market value for its prime tract

By MELANIE MARKLEY
HOUSTON CHRONICLE

The Center Serving Persons with Mental Retardation will pay the city \$6 million to buy the prime inner-city property it has occupied for more than 40 years, ending weeks of negotiations over a disputed lease agreement.

The settlement was announced Friday by Mayor Bill White and David Baldwin, chairman of the center's foundation board, before a cheering crowd of residents who had feared losing their neighborhood facility.

"It's a historic day for the center, for its residents and for future residents," White said moments after signing an intent to sell the land for public services at a price substantially below what brokers said it would be worth if it were placed on the market for commercial development.

The agreement, which

Please see CENTER, Page A20

JSC GUNMAN KILLS HOSTAGE, SELF



BRETT COOPER / CHRONICLE

SCENE: Police converge on Building 44 at Johnson Space Center on Friday after a contractor barricaded himself inside with two hostages.

■ It's not known why contractor took gun to work

By MARK CARREAU
and RUTH RENDON
HOUSTON CHRONICLE

A NASA contract worker barricaded himself inside a Johnson Space Center building Friday and killed one of two hostages before committing suicide.

William A. Phillips, a 60-year-old engineer, fatally shot

co-worker David Beverly in the chest with a semi-automatic revolver about 1:40 p.m., authorities said.

More than three hours later, with Houston police and JSC security officers inside the three-story Building 44, Phillips shot himself in the head. Police found a second hostage, Francella Crenshaw, also a contract worker, bound to a chair with duct tape in the same room.

She was taken to Christus St. John Hospital near the center and later released.

It was not clear why Phil-

lips — described as a model employee for 13 years by Mike Coats, JSC's director — went on the rampage. Police were unable to communicate with him during the standoff.

On a chalkboard in the room where his last was seen, Phillips wrote:

chron.com

DEADLY DAY AT NASA: Get breaking news on the crisis, see photos and watch video of the gunman's neighbor at chron.com/houston



ROBERT DIBBLE / CHRONICLE

SEQUENCE OF EVENTS

■ 1:40-1:45 p.m. At least two shots are heard in Building 44; space center officers evacuate building and search for source of shots.

■ 2:40 p.m. JSC sends e-mail to all offices telling employees to shelter in place.

■ 5 p.m. Another shot fired; Houston police enter room where gunman barricaded himself and the hostage.

■ 5:35 p.m. Police say gunman and female hostage are dead, female hostage unharmed.

Source: JSC

NEW BEGINNINGS: APRIL 20, 2007

- Linda: 5AM – 1:00PM
- Pat: 1:00PM – 6:30PM

APRIL 20, 2007 TIMELINE

5:30 AM

➤ Goodbyes at home

APRIL 20, 2007 TIMELINE

10:30 AM

- Meeting at RITF with Bill Phillips and two other engineers

APRIL 20, 2007 TIMELINE

11:30 AM

- Phillips invited to join Beverly and another engineer for lunch off site

APRIL 20, 2007 TIMELINE

12:35 PM

- Returns to Building 44 from lunch,
each going to separate offices

APRIL 20, 2007 TIMELINE

1:00 PM

- JSC Engineering Director's All-Hands starts
- Beverly did not attend, wouldn't have made a difference

APRIL 20, 2007 TIMELINE

1:30 PM

- Phillips confronts Beverly and Fran Crenshaw
- Beverly calmly tries to convince Phillips things can be worked out

APRIL 20, 2007 TIMELINE

1:35 PM

- Phillips shoots Beverly once, leaves office to close door from suite to hall
- Separately, two engineers open suite door and are confronted with Phillips pointing revolver at them, both contact security

APRIL 20, 2007 TIMELINE

1:36 PM

- Phillips begins to barricade suite door
- Crenshaw closes Beverly's office door and attempts to deadbolt it
- Beverly pushes desk to barricade his office door

APRIL 20, 2007 TIMELINE

1:38 PM

- JSC Security in route
- Employee in Building 44 calls Beverly's supervisor reporting gunshots heard
- Division chief notifies HR and Center management

APRIL 20, 2007 TIMELINE

1:40 PM

- Phillips forces Beverly's door open, shoots Beverly a second time
- Phillips warns Crenshaw then takes her hostage and moves her to deputy's office in the same suite area

APRIL 20, 2007 TIMELINE

1:42 PM

- Phillips returns to Beverly's office and shoots him again because "He just won't die"

APRIL 20, 2007 TIMELINE

1:43 PM

- NASA security arrives on scene
(9 units), implement camera
observation

APRIL 20, 2007 TIMELINE

1:45 PM

- Employees told to shelter in place
- Emergency Response team set up at nearby building (fire station)

APRIL 20, 2007 TIMELINE

1:50 PM

➤ Evacuations of B44 begins

APRIL 20, 2007 TIMELINE

2:10 PM

- HPD arrives on scene, followed by SWAT at 2:42

APRIL 20, 2007 TIMELINE

2:15 PM

- Houston news media report incident, dispatch helicopters to cover scene, Phillips watches television of scene; feed cut an hour later

APRIL 20, 2007 TIMELINE

2:43 PM

- **FBI on scene, FBI SWAT arrive at 3:13**

APRIL 20, 2007 TIMELINE

4:00 PM

- Various attempts to contact Phillips by phone, 3 calls made in return but no communication

APRIL 20, 2007 TIMELINE

5:28 PM

➤ **Gunshot heard**

APRIL 20, 2007 TIMELINE

5:30 PM

- Door to suite breached
 - Crenshaw freed
 - Beverly found murdered
 - Phillips found dead by suicide

APRIL 20, 2007 TIMELINE

6:30 PM

- Pilola listens to phone voicemails
 - Beverly messages all work related
 - Phillips messages (work, date, EAP, and Aunt)
- Pilola Drives Beverly's car back home

WORKPLACE VIOLENCE BASICS

- Going to work can be a dangerous and even terminal action
- No employer is immune from workplace violence and no employer can totally prevent it.
- Every employee should help make the workplace safe

WORKPLACE VIOLENCE STATISTICS (LINDA)

WORKPLACE VIOLENCE STATISTICS

- 2 million Americans are victims of assault annually
- More than 1,000 are killed
- 40,000 are victims of aggravated assaults
- 1.5 million are victims of simple assaults
- 51,000 are raped and/or sexually assaulted

WORKPLACE VIOLENCE STATISTICS

- 17-20 people will be murdered on the job, and another 1,500 will be assaulted, raped, stabbed, shot or beaten
 - ***THIS WEEK ALONE!***



WORKPLACE VIOLENCE STATISTICS

- Government employees have a higher rate of violence than private sector workers according to the Department of Justice
- Government employees make up 18% of the U.S. workforce, but make up 30% of the victims of violence

2007 STATISTICS

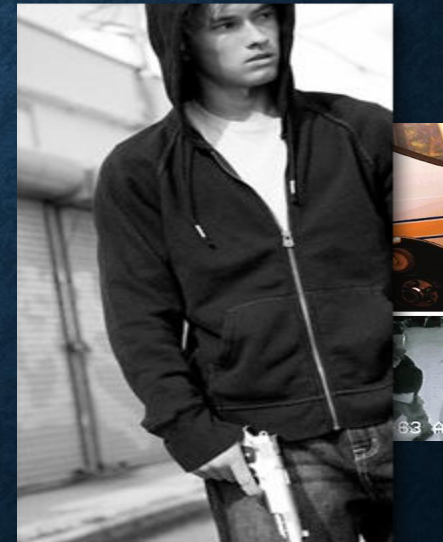
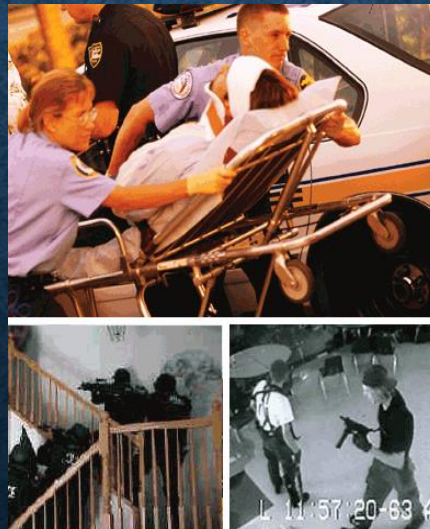
- 5,757 total work-related deaths in the United States
 - Rose to third most frequent fatal event for first time since 2003
- 864 fatal occupational injuries due to assaults and violent acts
- 628 workplace homicides



4 CATEGORIES OF WORKPLACE VIOLENCE

➤ 1 – External/Intrusive – 75%

- The perpetrator has no legitimate relationship to the business or its employees and is usually committing another crime (for example, robbery) in conjunction with the violence.



4 CATEGORIES OF WORKPLACE VIOLENCE

➤ 2 – Customer/Client – 5%

- The perpetrator has a legitimate relationship with the business and becomes violent while being served by the business. Perpetrators include customers, clients, students, and patients. Among their targets are health care providers, teachers, and police.



4 CATEGORIES OF WORKPLACE VIOLENCE

➤ 3 – Personal/Family – 8%

- The perpetrator usually does not have a relationship with the workplace, but does have a personal relationship with the victim. Perpetrators may be spouses, boyfriends or girlfriends, relatives, or acquaintances of the victim.



- Based on information from ASIS International Foundation Research Council CRISP Report

4 CATEGORIES OF WORKPLACE VIOLENCE

- **4 – Co-Worker – 12%**
 - The perpetrator is an employee or former employee of the workplace who attacks a supervisor, owner, or another employee.



COSTS OF WORKPLACE VIOLENCE

- No amount of money compensates for a loss so great and so personal as a death resulting from workplace violence

COSTS OF WORKPLACE VIOLENCE

- **\$36 billion** annually
 - Psychological Damage
 - Employees endure horrific experience
 - Morale

COSTS OF WORKPLACE VIOLENCE

- **Property Damage, Theft and Sabotage**
 - **Repairs and clean up**
 - **Reconstruction**

COSTS OF WORKPLACE VIOLENCE

- **Diversion of Management Resources**
 - **Incident investigation**
 - **PR nightmare**
 - **Company failed to prepare**
 - **Media intensive event**

COSTS OF WORKPLACE VIOLENCE

- **Increased Personnel Costs**
 - Productivity loss
 - Turnover
 - Medical and psychiatric care
 - Post incident counseling
 - Injury leave
 - Replacement workers
 - Knowledge lost
 - Training or prevention costs

COSTS OF WORKPLACE VIOLENCE

- Bottom line impact
 - Loss of business
 - Productivity decreased



COSTS OF WORKPLACE VIOLENCE

- **Costs increase**
 - **Workers compensation increase**
 - **Increased security costs**
 - **Higher insurance rates**
- **Court awards/settlements**



WORKPLACE VIOLENCE CONSEQUENCES

- Employer can be held liable for injuries caused by instances of workplace violence
 - Negligent hiring
 - Negligent retention
 - Aware of disgruntled worker's tendency but failed to take action

WORKPLACE VIOLENCE CONSEQUENCES

- OSHA implications
 - Liability under OSHA since all employers have an obligation under the general duties clause to provide a safe workplace for their employees
 - Employers must provide a place of employment “free from recognizable hazards that are causing or likely to cause death or serious harm to employees”



WARNING SIGNS

- Workplace homicides are committed by a variety of people with their own bizarre view of the world
- Many contributing factors that motivate an individual to escalate his emotional appetite to vengeance



WARNING SIGNS

- Impossible to delve exhaustively into the psyches of those who carry out or plan workplace killings, their lives exhibit certain common features (which are also present in a significant portion of the population)
- Variety of characteristics have been compiled and multiple checklists have been developed



LETHAL EMPLOYEE

- ❖ Assailant may tell others, in an attempt to build courage, support, and sympathy for his or her plight and revenge strategies



LETHAL EMPLOYEE

- ❖ The perpetrator may engage in irritating, intrusive, or obnoxious behavior and minor infractions to “test the waters” to see just how far he/she can go before being stopped
- ❖ Multiple red flags indicate assailant was angry, frustrated and blamed victim for troubles



LETHAL EMPLOYEE

- ❖ Rigid thoughts and beliefs
- ❖ Isolated, having few friends or family to interact with so he or she tends to have no one with whom to “bounce off” ideas or express frustration
- ❖ Problems with authority
- ❖ Never accepts blame for their mistakes



LETHAL EMPLOYEE

- ❖ Doesn't accept change well
- ❖ Overly suspicious, sometimes paranoid of co-workers
- ❖ Work community and culture
- ❖ Feel they're not being heard by the company



LETHAL EMPLOYEE

- ❖ Sudden or significant job performance deterioration
- ❖ Missed deadlines
- ❖ Poor work quality
- ❖ Difficulty with co-workers
- ❖ Lacks problem-solving skills
- ❖ Changes in personal situations (divorce, family death)



LETHAL EMPLOYEE

- ❖ Personal hygiene
- ❖ Not functioning well: doesn't eat, sleep or work normally
- ❖ Health problems



TIPPING POINT

- Common triggers that might instigate violence are
 - Termination
 - Layoffs
 - Believing they were passed over for promotion
 - Bad performance evaluations



TIPPING POINT

- For act of violence to occur, there has to be a convergence of the following
 - Time
 - Opportunity
 - Ability to carry out the violence
 - Desire
 - Stimulus

HEALING PROCESS

- Workplace Environment
- Personal Healing and Recovery

WORKPLACE ENVIRONMENT

- The First Week: Returning to the Office
 - NASA Recovery Process: Multiple Victims (**Pat**)
 - IFMA (**Linda**)
 - Memorial Services (NASA, Jacobs, and Oklahoma)
(**Linda & Pat**)

WORKPLACE ENVIRONMENT

- Years Later: (Linda & Pat)
 - Work Environment Changes/ Sensitivities
 - Improved Communication
 - Incident Command/Threat Assessment Team
 - Awareness Training

PERSONAL HEALING

- Linda
 - Constant Reminders:
 - Places, Holidays, Birthdays, Anniversaries
 - Cherished Memories/Reflections
 - Support of Family and Friends
 - Helping Others/Giving Back: Sharing Experiences

PERSONAL HEALING

- Pat
 - April 20, 2007: **Innocence**: Son's baseball game
 - 2007-2009: **Mission Mode**: Self-Preservation
 - Feb-May/2009: IFMA: Epileptic **Seizures**
 - Oct-Nov/2009 SES CDP: **Dream** at Harvard (Can't escape the inevitable)
 - April 20, 2017: David Beverly Day of Remembrance (**still very personal**)
 - Mentoring: Continuing **David's Legacy**

WORKPLACE ENVIRONMENT

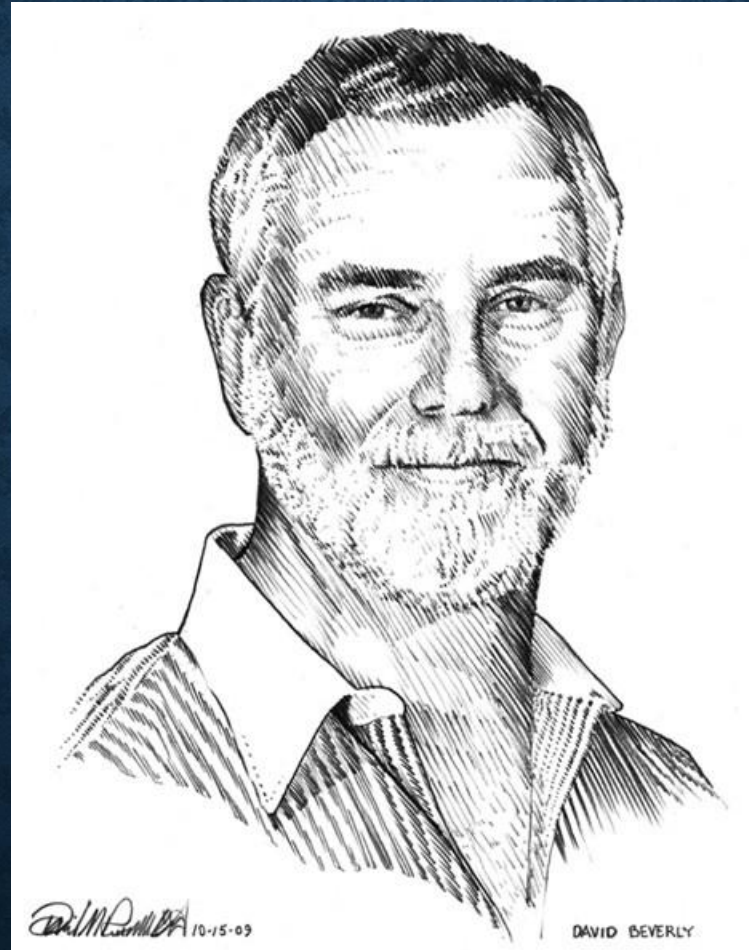
- Helping Others: (Linda & Pat)
 - Share Experiences: Mentoring/Educating
 - Encouragement: Hold on to what you cherish and let go of the rest - Reflections/Memories and Friendships

...A PERSONAL LOOK

- ❖ At yourself
- ❖ Around you

W. DAVID BEVERLY

OCTOBER 25, 1944 – APRIL 20, 2007



QUESTIONS?